

1005 46-0388

SECRET

DD / S REGISTRY

FILE Training 6

25X1

21 JAN 1966

MEMORANDUM FOR: Director of Finance

SUBJECT : Finance Instruction in the Support Services Course

1. In reviewing the student critiques of the Career Training Support Services Course just ended, I was glad to note the complimentary remarks, especially about the finance instruction.

2. Please convey my appreciation and compliments to  for the excellent job he did while assigned as an instructor.

SIGNED R. L. Bannerman  
R. L. Bannerman  
Deputy Director  
for Support

EO-DD/S:VRT/jf (19 Jan 66)

Distribution:

Orig & 1 - Adse

1 - DD/S Chrono

✓ - DD/S Subject, w/background (Course Critiques) DD/S 66-0193

CCys

NOTE Original OF CRITIQUES RETURNED TO DTR  
ON 21 JAN 66

SECRET

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

## S E C R E T

## SUPPORT SERVICES COURSE

## Course Critique

We are interested in your observations regarding the effectiveness of the training, particularly how understandable the instruction was to you. From this viewpoint, please comment on the following:

## Introduction to the Support Services (mornings of the first week)

1. Good - could have understood support outside C/S better (i.e. Admin Officer, OCI).
2. This part of the training was effective and made us aware of what was to follow and what we had to prepare for, not only for the course, but as future Support Services Careerists.
3. Good
4. This was a good start. It provided me with a good introduction, generally, to Support and built the foundation on which much understanding later became possible.
5. O.K., but some speakers apparently made no preparations.
6. O.K.
7. Good
8. Informative, speakers were for the most part excellent.
9. Interesting and worthwhile - guest speakers for the most part were informative, giving and indicating as to what we might expect of our careers with the DD/S.
10. Most of these lectures were very informative to me and gave a good broad coverage of what followed later.
11. As I remember, most of the speakers were informative.
12. Always enjoyable to hear the super grades since we won't come in contact with them for quite some time.
13. Excellent

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

**Introduction to the Support Services (mornings of the first week) cont'd**

15. Somewhat confusing - not explicit enough.
16. This was made more effective by limiting the lectures to the morning. All day would have been too much.
17. I was impressed by the number of senior officials who were obtained by the Training Office to come to address us. A valuable supplement to the orientation block at the beginning of the JOT.
18. Excellent
19. Could be cut, shortened, and, in some instances, expanded.
20. So general I can't remember what it was all about, but I remember some career questions being answered two different ways by two different people.
21. Furnished a brief, but fundamentally comprehensive introduction to various services performed by the different support components.
22. Adequate
23. Generally good, but there were a few speakers who could have done more preparation on their topics.
24. It was gratifying to have the high calibre of individuals that spoke during the first week. Introduction and orientation in general was put over effectively.

S E C R E T

SUPPORT SERVICES COURSE

Course Critique

We are interested in your observations regarding the effectiveness of the training, particularly how understandable the instruction was to you. From this viewpoint, please comment on the following:

Management Training (including the Managerial Grid)

1. Grid effective in self analysis and introduction to "new" concepts of management. I do not feel that the training came too early in our careers. Why wait until later when we have become more set in our ways!
2. Outstanding - could have included a grid evaluation of the Agency environment.
3. This particular phase of training was rather effective from the viewpoint of understanding the training. It provided an opportunity to group interaction which resulted in team solutions and an understanding between different views prior to consensus of opinion. The effectiveness and understanding of the grid by me was satisfactory.
4. Excellent - a wonderful insight into our own managerial styles. I feel we should follow up our training with a refresher with five years. Easily understandable.
5. This was the most understandable portion of the course. It furnished me with the most interesting understanding of myself in relation to management.
6. Very good, but I question whether, at this early point in our careers, it was worth the very large financial investment required. A refresher course five years hence would be valuable.
7. Should have been more class time devoted to basic understanding of the grid, but overall a very good part of the course. I don't think that one can overrate its usefulness.
8. Excellent. Fine preparation for the future. Excellent instruction.

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

**Management Training (including the Managerial Grid) cont'd**

9. Excellent - everything was put across in an effective manner.
10. Very effective - if applied over all Divisions would improve overall product of the Agency. Most interesting of the courses given.
11. Good from the viewpoint that it allowed me to better recognize the type person I am as well as the ability to better understand other types.
12. Excellent - however the bits of instruction during the first week were too large and drawn out.
13. Very worthwhile and well placed in the schedule overall since it affords an opportunity for everyone to get to know each other relatively early.
14. Grid - outstanding. The other aspects of management could be emphasized more, especially how the Grid is only a small part of the overall management picture.
15. Excellent. Instruction was clear and concise, but I feel that on-the-job training is the best teacher in this area.
16. Excellent
17. The first week implied a basis grounding in managerial education that may not have existed. A little more time on traditional aspects would be valuable prior to the introduction of a new theory.
18. A good course to which I have only one objection. A good portion of the evaluation is based on our own supervisory experience. Most of us are too young to have had supervisory experience so the evaluation becomes a theoretical one rather than the very practical one it could be if given five or ten years from now.

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

**Management Training (including the Managerial Grid) cont'd**

19. Excellent - the grid was really an interesting and (hopefully) worthwhile experience. Would a bit of practical application be pertinent? Perhaps a small slice of the supervisor's course?
20. Informative - the intro sessions to the grid could be greatly reduced.
21. Enjoyed this phase of course probably more than any other. Valuable experience in group techniques. Not really applicable for supervisory situation at this point, but good for group solutions to course problems.
22. Gave individual insight into personal characters. Hopefully will increase my ability to deal effectively with others, superiors, and co-workers. The Best!
23. Excellent, if a, a is used in practice, the Agency should be on the right road.
24. Outstanding.

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

We are interested in your observations regarding the effectiveness of the training, particularly how understandable the instruction was to you. From this viewpoint, please comment on the following:

**Finance Instruction**

1. Excellent presentation and effective procedures were used to get instruction across.
2. Well done - better slide set up needed.
3. I thought finance instruction was excellent. The use of slides was very understanding and effective. In many cases we had more than one solution to the problem and these provided more than one incite into solving the problem.
4. Excellent - very effective system (slides) easily understandable and an outstanding teacher .
5. The method used made this easy to follow and most understandable. Don't change a thing here.
6. Excellent - the method used was very good. The introduction concerning Mqs finance and budgeting was somewhat confused.
7. Very good - introduction was outstanding.
8. Excellently presented by a very competent instructor.
9. The most difficult for me personally. The class moved much to fast for me to really understand all the points, but since I was apparently the only one having trouble, it was probably me, not the instruction.
10. Well presented and programmed. Instructor had patience of job and left no questions unanswered.
11. Excellent - good instruction to the point very good problem and test which was, if anything, a bit too easy. This may have been due to the excellent instruction which prepared us for the test.

25X1

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

**Finance Instruction (cont'd)**

12. Good except for the travel portion. This part was not presented clearly. We should have some handout to keep on the fundamentals.
13. Also outstanding - the particular instructor gave clear instruction while imparting humor to what could be a "deadly" topic.
14. Outstanding
15. Excellent - my retention seems to be excellent due to the practical instruction as opposed to lecture instruction.
16. Understandable
17. Very effective instruction - Vu-graph technique was good.
18. Excellent - [ ] was extremely thorough and patient with us on a difficult (for me) subject.
19. Also excellent - very thoroughly prepared and presented. I can't quite believe that anyone could possibly make a bookkeeping course interesting. [ ] deserves a real hand for this phase.
20. Could go faster.
21. Clear, concise, and you can't help learning from [ ] instructions. Spoon feeds you as far as necessary, then forces you out on your own. Hope the next instructor is as good. This is a case where the instructor makes the course.
22. Gave intensive and complete understanding of the Class B accounting. More importantly, basic philosophies or theories were presented which should certainly aid in solving even the most unique problem.
23. Good - learned the basics; experience should improve on the groundwork supplied.



S E C R E T

SUPPORT SERVICES COURSE

Course Critique

Finance Instruction (cont'd)

24. Outstanding in all respects.  did a masterful job. I feel I got a good background in Class B. accounting.

25X1

S E C R E T

SUPPORT SERVICES COURSE

Course Critique

We are interested in your observations regarding the effectiveness of the training, particularly how understandable the instruction was to you. From this viewpoint, please comment on the following:

Logistics Instruction

1. Adequate presentation and generally understandable.
2. Well done - test had too many semantic problems and grading not practical. Study questions approach was excellent.
3. The lectures and practical work in the course were clear, effective, and understanding to me. I feel this phase could use another day of testing and critique of these tests. The overall instruction was good.
4. Good - effective and understandable.
5. Understandable, but not very interesting.
6. Good, but incomplete. I would liked to have heard more on the organizational breakdown.
7. O.K.
8. Excellent method of presentation by an old OTR type instructor.
9. Excellent - more geared to my method of learning. Step by step process with each transaction being explained as it is done, not on slides two hours later.
10. Effective, but needs tightening up a little; particularly in method of testing, as several answers were corrected which had not even been considered by the instructor.
11. Very good and the problem was very good. However, the slow easy pace did not quite prepare me for the very comprehensive test which was given. A wider coverage of all areas included in the test would help. Too much reading into the question and one man's inter-

SUPPORT SERVICES COURSE

Course Critique

Logistics Instruction (cont'd)

12. Some of the lectures were not informative. The actual problem was very good. The handout of questions should prove to be a quick reference.
13. Adequate
14. Outstanding
15. Excellent
16. Understandable
17. Well done and quite understandable.
18. Good - the first overall view I ever had of logistics procedures. Clarified a lot of things I had previously encountered in the field but didn't understand.
19. Also excellent - the method of presentation was especially good, i.e. the use of questions and regulations research to prepare one for the presentations. Very well done.
20. Good
21. Was not present during this phase.
22. Gave comprehensive knowledge of Type II accounting. Basic and partial knowledge of Hqs Logistics capabilities and functions. More tours!
23. "Test unfair" - a one-hour lecture was 25% of the test - given far too much weight. Instruction only fair.
24. Very good -  presented it clearly and understandably and I feel I have good knowledge in property accounting.

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

We are interested in your observations regarding the effectiveness of the training, particularly how understandable the instruction was to you. From this viewpoint, please comment on the following:

**Travel Instruction**

1. Was not present during this phase.
2. Should be longer; perhaps, more professional instruction.
3. Very good - this needs some attention, I think, perhaps the application of some of the principles used in the finance and logistics phases, i.e. question forms and/or slides. At any rate, more time for this.
4. Much too short. I could have used another full day on this as there are many fine points and exceptions to rules, etc., which I'm still not sure of. Instructor was good, but went very rapidly.
5. Two full days might be better. This is very detailed to squeeze into 1½ days with the half day as a test.
6. Necessary
7. Bad - the aspects and regs covering travel are far too numerous and complicated to be adequately covered in the short time allotted.
8. Adequate - could be improved upon if reading material came first. Women instructors are nevertheless not on a par with their male counterparts.
9. Perhaps the weakest phase - since we had to plow thru procedures and without any fundamental background.
10. Not enough time was given to this for the difficulty of the travel situations. The instructors did not seem to understand the limited background knowledge of the students.
11. Was not quite as complete as it should have been on all phases of the travel form which caused some problems on the test.

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

**Travel Instruction (cont'd)**

12. Sketchy - leaves much to be desired, more time should be spent, more practical instruction. If asked immediately after this phase of instruction to prepare travel vouchers, I would have been hard put to comply.
13. Much too brief - very little real comprehension.
14. Poor - too quickly presented. Sketchy in its presentation.
15. One of the poorer aspects of the course - instruction was inadequate.
16. O.K.
17. This area leaves most to be desired. This turned out to be more difficult than it should be, because, I believe, time allocated was too short, the problems too rushed, and not enough time provided to read regulations.
18. The least effective and the most difficult subject for me to understand. I feel that perhaps reading assignments in the standardized travel regs could have been required in the first week.
19. I thought this phase of the training was too fast. The teaching approach was not the best. It should be more like finance with use of slides when initially being introduced to travel.
20. Need study question approach and more time.
21. Perhaps the weakest, but it most certainly can be attributed to the time factor. We needed a little more specific instruction on the details of the travel form.
22. Poor - lack of organization confused rather than informed.
23. Not enough time, also instructors at times acted a little "hostile".
24. Not enough time was spent on it. I feel this was the weakest area of instruction. I do not have good knowledge in this field.

S E C R E T

SUPPORT SERVICES COURSE

Course Critique

We are interested in your observations regarding the effectiveness of the training, particularly how understandable the instruction was to you. From this viewpoint, please comment on the following:

Specialized Lectures (six and seventh weeks)

1. Get more specific on these. Thought case method by OS lecturer particularly good.
2. Informative
3. Excellent - all of the speakers (except  was well prepared and interesting.
4. Varied with each guest lecturer.
5. This one and the Problems (sixth and seventh weeks) could be integrated a little more. Sometimes the problems did not relate directly with the lectures. There is definitely not enough time devoted to Registry operations. There should be a half day on this subject and be worked into the live problems.
6. Not real enough.
7. Good
8. Excellent - COS lecture best. Perhaps more lectures that emphasize a supervisors expectations of his support officer or subordinate. Would be worthwhile.
9. The section of topics was good - any existing fault could only be contributed to the lack of speaking skill of a given speaker - comes easily to a senior, but enthusiastic individual vs a senior but dry, uninteresting speaker.
10. Good topics, but not always well presented. The retirement phase was particularly informative.
11. These were very good and the idea is excellent to prepare you for the problems plus making one aware of what makes the Agency tick.
12. Interesting, but not always presented in the best way - instructors not prepared (knowledgeable) but needed outlines.

25X1

S E C R E T

SUPPORT SERVICES COURSE

Course Critique

Specialized lectures (six and seventh weeks) cont'd

13. Specific cases were interesting and informative.
14. Good - better if definite format could be followed by lecturers which directly applied to course and intent.
15. With exceptions, generally satisfactory.
16. Good, but often I wasn't certain of where a certain office fit in the organizational structure. Thirty seconds of organizational diagrams would put an office in perspective. In fact, a mimeographic organizational chart of each office would be valuable to keep.
17. These were all very interesting and understandable.
18. A good week - I think the case system of discussion was good. I would like to have had more on security as I might have considered it for a career.
19. These lectures were effective in that it gave us a broad view of the Support Directorate and each sections function. It gave us a better understanding of the preview of the support operations.
20. Sometimes exact relation to support officer not always clear. Seemed to be off on target at times. Registry lecture inadequate, needs more time and detail.
21. Lectures generally good and effective. There were a couple of weak speakers, but the lecturers overall were enlightening and instructional. It is also understood that the training staff cannot always control who appears.
22. Greater understanding of functions and services. Lack of reading material might decrease percentage of retention.
23. Good to excellent for the most part excluding the usual percentage of poor speakers.
24. I feel much of this could be condensed and less time spent on it. Possibly some of this time would be better used if applied to travel instruction.

S E C R E T

SUPPORT SERVICES COURSE

Course Critique

We are interested in your observations regarding the effectiveness of the training, particularly how understandable the instruction was to you. From this viewpoint, please comment on the following:

Problems (sixth and seventh weeks)

1. Problems necessary - bit unreal at times. Get rid of material that doesn't deal more directly with personnel on our level.
2. Would rather attack problem on my own. These problems were informative but need individual digging to help in learning regs.
3. Excellent - well prepared and as informative as possible.
4. Good - I much prefer practical applications like this to lectures.
5. There is definitely not enough time devoted to Registry operations. There should be a half day on this subject and be worked into the live problem.
6. Not real enough.
7. Some were good, some were bad, and some were just completely frustrating.
8. Excellent - especially personnel problems.
9. No comment
10. We did not always have enough background of the station situation to come up with good solutions. The idea is very good.
11. The problems were helpful, but I think could have been more so had there been time to carry each problem through with and a more thorough talking by the instructor and the right way to handle a problem. Some of the instructors let the student on their solutions but didn't really contribute to a complete understanding.
12. Okay



S E C R E T

SUPPORT SERVICES COURSE

Course Critique

Problems (sixth and seventh weeks) cont'd

13. Helpful
14. Excellent, however, too quickly presented. Less problems with more time to thoroughly do them - much lost by pushing aspect of problems filing one upon the other, whereby they being done sloppily.
15. Problems very good and I think valuable exposure to the future situations to be faced by the Support Officer. Problems were handled very well by the staff.
16. Good, but the lectures started to get tiring by this time.
17. This portion got its point across. Here one became aware of the many complex problems and their implications, as well as general approaches and solutions.
18. Good
19. Essential to a Support Officer prior to going on the job. These provided an understanding of what we could expect out in the field. Very effective - the critique aspect.
20. Good, realistic and applicable. Note: 1A-13 is not adequate: too noisy, too hot, not enough desk space, PA system inadequate, but glad at Hq.
21. Problems were given a little too much time in some cases, particularly the class discussion phase.
22. Cross fertilization of approaches helped to reemphasize those areas forgotten or missed in previous lectures and instruction.
23. Too vague, lacked clarity, details often missing; otherwise rated as adequate.
24. Very good - gave me a feeling of what I would likely be doing in an actual situation. Some problems needed more time and others less.

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

We are interested in your observations regarding the effectiveness of the training, particularly how understandable the instruction was to you. From this viewpoint, please comment on the following:

Tours and [ ] Instruction (sixth and seventh weeks)

1. Tours were a good idea, but you've just got to get rid of that Records Center tour - or cut it to 15 minutes.
2. Cut out records introduction and tour at [ ]  
Either make warehouse tour longer or cut out.
3. Very good - less time in the Records Branch, though that 1½ hours period was the longest in the course. 15 or 20 minutes would be more appropriate. Give the left over hour to R&D.
4. Very useful, especially the lock course. Could the Archive lecture be shortened?
5. More time on the locks course. This is not only interesting but very practical. Most field stations have an abundance of worn out safe equipment.
6. Could be understood without going to [ ]
7. [ ] tour was interesting. Feel that more time on tour be spent in R&D and less time in Records Center. Feel that tour of warehouse was complete waste. Time could have been spent much better.
8. Excellent - Records and Archives tour could be eliminated.
9. Though portions of the [ ] warehouse tour were interesting, overall I can hardly justify the trip - time one appreciates why it takes so long for material to be delivered - after this tour, but aside from that I would recommend its discontinuance.
10. Helpful
11. Very good - informative, especially ~~Comm~~. The lock and safe business got a bit old in the afternoon.

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

Tours and  Instruction (sixth and seventh weeks) cont'd

12. Informative, but more time on locks, safes would help.
13. Very interesting - visit to Commo facilities especially. Helps give an overall picture of support.
14. Excellent - real good look at Commo.
15. Enjoyed the tours - especially R&D.
16. Good, but the lock instruction was too slow. Perhaps the hot basement caused this feeling.
17. The safe and lock instruction was most clear and understandable. However, the understandability of communications could be enhanced by providing a handout with diagrams and explanations of how the communications network fits in with the organization. It was somewhat difficult to picture this by looking at one installation.
18. Excellent - understandable.
19. Hard to understand. The technical aspects of commo, but enjoyed the tour. Should be included in next class.
20. Very good - gave good understanding. Records Center briefing not tour.
21. Excellent and effective. The party was a superb idea and should be continued.
22. Interesting but no directly applicable.
23. Drop the Commo, Record Center tour, as unnecessary. Maybe a tour of a local safehouse would be valuable, surely good.
24.  instruction on safes was practical and profitable. Tours through Commo did not leave me with much of an understanding of Commo. Guides spent too much time on mechanical technicalities and not enough on how Commo carries out its role.

S E C R E T

SUPPORT SERVICES COURSE

Course Critique

We are interested in your observations regarding the effectiveness of the training, particularly how understandable the instruction was to you. From this viewpoint, please comment on the following:

Comprehensive Problem (eighth week)

1. More personnel situations should have been stressed, i.e. alcoholism, ok; finance overstressed for a five-day period.
2. Good
3. Excellent. Unbelievably good. I have never been through a more informative period of instruction. Well prepared, well carried out - excellent.
4. I liked it but unable to finish it - probably own fault rather than the course's.
5. Very effective way of winding up the course. Even though very fast paced the experience was very valuable.
6. Over stressed - finance and logistics.
7. Very good - it covered almost all areas covered in previous instruction. Suggest that at least one quarters problem be inserted.
8. Outstanding - an opportunity to put all aspects of the course in a working situation.
9. Outstanding and well coordinated. Maybe a little more on "nuts and bolts" procedures - i.e. transmittal manifests, cables, passports - would be helpful, though we get a little of this on the farm, none relates to admin.
10. Excellent - although highly unlikely that the intensity of the work would keep up in an actual situation, the simulated conditions did work. More regulations should be on hand for reference.
11. Good idea - makes you work and think and even introduced us to some things we hadn't had before.

S E C R E T

SUPPORT SERVICES COURSE

Comprehensive Problem (eighth week) cont'd

12. Good, effective but believe in some instances more time needed to solve problem.
13. Personal opinion again - a bit too speedy for me. Perhaps a few less problems on a bit more time to complete one transaction before going to the next. A very helpful review mechanism.
14. Excellent, however too quickly presented. Less problems with more time to thoroughly do them - much lost by pushing aspect of problems piling one upon the other, whereby they being done sloppily.
15. The last week was probably worth more in terms of learning than the rest of course combined even though it is understood that we must learn logistics, finance etc. prior to tackling the problems.
16. Excellent - cut out any other instruction rather than this. It tied everything together. Dates need fixing.
17. Don't change a thing here. It really was not too rushed.
18. Good
19. The comprehensive problem was an excellent teaching tool. It was handled well and provided us with an understanding of the wide area of problems that one can expect in the field. I enjoyed this portion a great deal but had trouble keeping up with the typing. Very necessary for next class.
20. Well organized and presented. Physical facility cramped - could have personally used review on cable and dispatch technique.
21. This was an excellent method to tie into a comprehensive package most of what we learned in the past seven weeks. It should be continued and revised periodically to insure that each problem comes its own weight.
22. If more time were allowed, personal success might have been possible. However, did present situation where there were immediate ideas on how to cut even if the page work was not completed.

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

**Comprehensive Problem (eighth week)**

- 23. Excellent - but could use schedule adjusting and maybe more time.
- 24. Excellent - could have used extra time between problem situations in a number of cases.

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

We are interested in your observations regarding the effectiveness of the training, particularly how understandable the instruction was to you. From this viewpoint, please comment on the following:

Please comment specifically on the value to you of group work as against individual work in the problem solving situations.

1. Emphatically agree with group method. Slants come up to questions you don't think of on your own. MI Course made this largely possible, I think.
2. I would rather work along in the problem solving situations. This would require more individual work with the regs and more assumption of responsibility, i.e. having to arrive at a decision.
3. The group work periods were very worthwhile - most of the situations could only be approached from a group point of view. Much, much better than had the problem been worked out on an individual basis. The entire program was excellent. There's no question than that I've received more during this phase by far than in any of the other courses, or, for that matter, all of them combined. I think a running of this should be fitted in for the ops types - the course has given me a real understanding and respect for the Agency.
4. As a test of individual ability or comprehension of the course material it has its disadvantages, but as a practical application of conditions that will actually prevail at our assigned stations, I think it can't be beat. I am in favor of the group system for that reason.
5. The practicality of group work lies in the fact many station real life problems are solved by group action. The bulk will of course be solved individually but the mixture tended to point out what will undoubtedly happen in the future. The group work could be related to COS staff meetings.
6. As a training method, group work is unbeatable.
7. I found the group work much more helpful than the individual work.

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

Please comment specifically on the value to you of group work as against individual work in the problem solving situations.

8. At this time, it is difficult to accurately evaluate the group work as opposed to individual work. It has been proven, via the grid, that it is a more effective method, but I feel that I must withhold evaluation until a late date when I can see the benefits by actually putting what I have learned into practice.
9. In the problem situations posed by this course the group is far superior to individual effort. More points of view become available for consideration and final decision. However, the Managerial Grid should be a prerequisite for this approach, since how to participate and function as a group is necessary in order to come up with good solutions.
10. While acknowledging the value of the group effort a la "The Grid" within the framework of day-to-day instruction I would favor the individual approach in almost all instances. This form of instruction often leads to informal group discussion, but places the burden of decision on each of us (as it will be in the field). Formal group discussions too often got sidetracked and really failed to solve the problem - not being advanced on these particular cases. The GI's often mean to railroad their way through just to maintain their "image".
11. I would probably have gotten more from the problems if I had had to reach my own conclusions. Often these team efforts broke down into bull sessions with little thought given to the problem at hand.
12. I, for one, believe this can be an effective way to find solutions to problems. However, some individuals were withdrawn, failed to participate to their individual capacity. In other words, some individuals approached the problem solutions in an 1:1 fashion.
13. I felt working in groups was especially beneficial because others invariably bring up points that you yourself never thought of. Other members bring their own insights into the discussions which always helps to solve the problem.



S E C R E T

SUPPORT SERVICES COURSE

Course Critique

Please comment specifically on the value to you of group work as against individual work in the problem solving situations.

14. Individual much better since individual initiative and resources are tapped. Much would be lost in a group by slower individuals since they would tend to copy to keep up, rather than doing the thinking themselves. Also good practice for when an individual is at a station, and there is no group to help him. Self Reliance!
15. Two heads - I think group action when possible is profitable to individual work for really thrashing out the problem and gaining insights into how best to handle the situation.
16. Individual work is essential to learning in the financial, property, and comprehension problem portions of the course. Group work was useful and also relieved some of the pressure. The two types of work are suitable divided (with respect to time) as they stand.
17. The value here was the different solutions and possible implications that I would not have thought of alone. I prefer this method. However, individual solutions given to the class would accomplish the same thing, but it would not have been as interesting and exciting as group interaction. This makes for more enjoyable sessions while getting the job done.
18. I think the group method of solution is an excellent one and it helped to utilize our grid instruction. It helped me to be more tolerant of others.
19. Group work provides an opportunity for each one to participate and submit his or her solution to the problem. Each can supply some expertise where another is unaware of. Group action results in a better understanding of the problem and how difficult a solution is unless you can hear on the assets of all involved. Provide a sound and firm solution.

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

Please comment specifically on the value to you of group work as against individual work in the problem solving situations.

20. Generally very worthwhile. The chance to match perspectives and understanding of problem useful in finding a solution. Mixture of experience in groups from previous tours and interviews helpful. However, some groups disrupted by 9-1 type. Suggest varying groups from 1-5 make 1 5 10 15 20.
21. My own ideas were supplimented and revised through participation in a group. When possible it would be desirable to conduct problem solving exercises in a group because the individual is stimulated and challenged by the group. Group participation appeared most effective after taking the Managerial Grid training. Individual work must take preference, of course, in situations that obviously do not apply to the group. Also, many real life problems cannot be solved in a group and therefore classroom training should allow for problem solving situations to include both group and individual exercises.
22. Group work has the definite advantage of presenting variations in approach which otherwise would not have been discovered. Has a possible disadvantage of lending itself to greater distraction from effort and purpose.
23. Group work by far much better. Why? Working in the group adds more reality to the problems; the problems tend to become less artificial again to solve problems we certainly could use more details and background to give more valid, comprehensive and realistic answers. As a pat on the back: This course is basically excellent, some polishing, adjusting and developing could certainly make it more valuable as another avenue - using industrial and private films to illustrate points and develop clarity in certain administrative functions. I'm sure would certainly help improve this course, but please no OTR films, they are too phony and unprofessional.

**S E C R E T**

**SUPPORT SERVICES COURSE**

**Course Critique**

Please comment specifically on the value to you of group work as against individual work in the problem solving situations.

24. Group work enabled me to draw on the knowledge and ideas of others and contributed greatly in arriving at the soundest solution in a given situation. It pointed out that thru team work much can be accomplished. Also if you don't have benefit of other ideas you are always aware that there is more than one solution and that you should compare different ways of going about things.

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